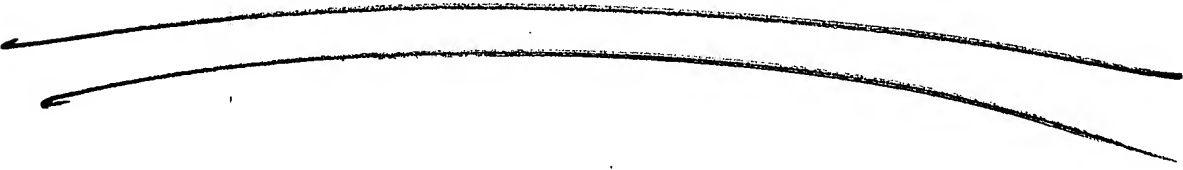


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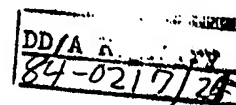
Statement of Goals, Principles and Standards for CIA

FEBRUARY 1984

DCI's Search for
Excellence



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22 February 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Stanley Sporkin
General Counsel

SUBJECT: OGC Draft of Goals, Principles and
Standards for the CIA

REFERENCE: DDA Memo Re Package for Managers as a
Guideline for Development of Goals,
Principles, and Standards for the
CIA, dtd 25 January 1984

In response to the instructions in the referenced memorandum, attached is a draft statement we have prepared for the goals, principles and standards for the CIA. We started by following your model or format that was forwarded to us. I would suggest that the final version of the Agency's statement be kept in this format and each organizational component be required to develop specific implementing details for each section applicable to its organization. These would "put the flesh" on the general Agency principles and would permit each organization to be much more specific than the general nature of the overall Agency statement. This expanded detail for each organizational unit may look something like the explanatory material in the Hewlett-Packard statement.



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Attachment

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS
FOR THE CENTRAL INTELLIGENCE AGENCY

Goal. To serve the people of the United States by delivering our intelligence products and services to the President and this country's senior foreign policymakers on the most timely, accurate, complete, cost-effective and objective basis possible taking into full account relevant law, maintenance of the national security and the accepted attitudes and standards of the American people. In short, serve our consumers and make every effort to solve whatever problem they might have. Make your product or service so attractive that the consumer seeks it out.

Organization. Develop an organizational structure that facilitates the maximum production of intelligence products and services which protects these products from hostile intelligence services and ensures that the organization's expertise is used to the fullest extent possible to lead and manage the organization. All organizational components must be focused toward the overall good of the Agency and must use every resource offered within the Agency to better its products and services. Everyone must be made part of the Agency team.

Ethics. Produce and deliver intelligence products and services within the bounds of the letter and spirit of U.S. law and applicable codes of professional conduct.

People. Actively seek the most highly qualified people available and provide the opportunities necessary to them to broaden their professional and personal objectives. Reward excellence of performance at every opportunity. Do everything possible to foster respect for the individual. Encourage all to express their informed judgment. Expect support of decisions once made. Deal with people personally whenever possible and listen to their concerns.

Agency officers should take great pride in their affiliation with the Agency and strive to bring honor and acclaim to the organization. They must be encouraged to use their ingenuity and creativity to perform their tasks. Agency officers must develop a sense of conciliation and collegiality so that the tasks of the organization can be consummated within appropriate time segments. They must have a loyalty to the organization which is based on pride, trust and

commonality of purpose. Agency officers must understand that they have a responsibility in furthering the Agency's goals and objectives provided for in its legislative charter and Presidential Executive Orders and should perform their tasks to the best of their ability in recognition of the public trust that is placed in them and the sacrifices that are demanded of them.

Management. Managers at every level should lead by example, delegate tasks and supervise the accomplishment of these tasks. Managers should foster initiative and creativity by allowing the individual undertaking the assignment the greatest freedom of action justifiable given the individual's experience, expertise and maturity. In delegating tasks the manager should require, in as specific and clear terms as possible, efficiency, accountability and successful completion of the task. All levels of management should spend a significant amount of time planning for the future. Managers should constantly challenge their employees to work as effectively and efficiently as they are able.

Managers should deal with their employees on the same basis they would expect to be treated if the roles were reversed. Managers should listen to the employees' concerns and be willing to try new ideas that may not be their own. Managers should foster a positive attitude among employees. Managers have responsibility to provide a work place and climate for those under their responsibility to fully develop their talents and achieve excellence in their discharge of their Agency duties. Managers must foster appropriate integration of all responsibilities and provide for the transfers in and out of personnel under their supervision to maximize the productivity and morale of such personnel. Managers must provide opportunities so that employees can achieve their goals and all goals must be objective and not based on prejudices or any biases. Managers must provide for utilization of all resources entrusted to them. They must generate a team effort and listen to and elicit ideas from all sources and give due credit. Managers must avoid the establishment of cliques and development of the so-called "old boy" network. They must at all times be objective in their dealings with both personnel and product. Managers must not be reluctant to ventilate their organizations and bring in new personnel from both within and outside the organization in order that the organization can broaden its horizon and prevent a tendency toward narrowness in both purpose and objectives.

Measure of Results. Each organization should develop a specific statement of goals and provide for the review of performance against those goals. The goals for an organization should be the product of building up from the goals of each employee.

Standards. Each Agency employee should seek to exemplify in everything that he or she does to:

- deliver performance and leadership of the highest quality and to the best of his or her ability;
- demonstrate integrity and follow ethical considerations of the highest order;
- develop skills, confidence and experience of the highest order;
- utilize the most effective methods and technologies;
- be constantly prepared to meet tough and sudden challenges with the necessary capability and flexibility;
- do everything within his or her ability to assure that the Agency remains recognized as the best intelligence service in the world.

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INSPECTOR GENERAL

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84-0217/24


21 MAR 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: James H. Taylor
Inspector General

SUBJECT: Statement of Goals, Principles, and Standards
for CIA

We spent a considerable amount of effort thinking about a set of goals for CIA and are pleased to submit our ideas. The attached paper speaks for itself. I would only add that all of us believe the Agency should have such a statement, and we appreciate your seeking our views.


James H. Taylor

Attachment:
As Stated

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CIA exists to provide policymakers with accurate, comprehensive, and objective intelligence on international developments affecting the security of the United States. To fulfill this function, CIA has been established as an independent agency, free of policy commitments, and with access to all information available to the US Government.

CIA's role within the government is unique, and it has become increasingly important. The international order has never rested on more fragile foundations; the threat of mass destruction is with us constantly. It is therefore vital that US foreign policy be based on clear and informed perceptions of world events.

CIA's unique responsibilities impose special obligations on its employees. First among these is always to seek and defend the truth. Agency assessments must be free of bias imposed from above and untainted by personal preference. Objectivity is worthless, however, without adequate information. Agency collectors must acquire the well-sourced data needed to ensure that assessments reflect reality.

The sensitivity of CIA activities imposes the obligation of security: the strict application of the need-to-know principle, inhibiting relations between Agency employees and their colleagues, friends, and families. Yet, while maintaining the highest security standards, CIA will not use secrecy as a pretext for concealing error, or for withholding necessary information from authorized oversight bodies.

Moreover, because its activities are secret, CIA must demand absolute integrity from all employees in both their personal and professional lives. Public confidence in CIA depends on this more than any other single factor.

Finally, CIA expects employees to place their welfare second to the needs of the country. Long hours, hardship assignments, and even physical risk are normal aspects of a CIA career.

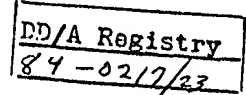
Just as CIA demands much from its people, it knows that its strength and success depend entirely on their capabilities and dedication. The Agency encourages employees to grow in knowledge and experience, and provides opportunities for career development and the acquisition of needed skills.

CIA personnel represent a variety of specialties and background unmatched in the US Government. CIA management stands or falls on how effectively it organizes and integrates these diverse talents in the pursuit of common goals.

Recognizing that the best ideas often come from below, CIA expects its managers to be easily accessible to all ranks. It believes managers should earn their employees' loyalty through example and inspiration, not expect it as a matter of course. Agency people lead demanding and restricted lives; managers must at all times deal with them fairly and with compassion.

CIA's continuing effectiveness depends both on maintaining current standards and remaining open to new ideas and new ways of doing things. The Agency avoids rigid hierarchies and rewards managers who promote innovation in the use of human and material resources. Tolerance of dissent and the encouragement of boldness, without losing sight of basic objectives, will ensure that the Agency remains a productive and responsive organization well into the future.

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22 February 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Clair E. George
Director, Office of Legislative Liaison

SUBJECT: CIA Mission, Goals and Fundamentals

REFERENCE: DDA Memorandum, 84-0217/3, dated
25 January 1984

1. We found the project exciting and provocative. It is the first time we have analyzed the Agency as a corporate structure, discussed its charter, or taken time to consider how we might improve everything we do. The participants were surprised and stimulated by the range of opinion voiced in every discussion.

2. We endorse the objectives that are expressed in the sample statement of Agency goals. In our own draft, which is attached, we modified the language and included six substantive points:

- use of covert activities as part of the CIA mission;
 - emphasis on providing consumers with objective intelligence;
 - desirability of anticipating the intelligence needs of policymakers;
 - support of the "need to know" principle;
 - need for Agency management to recognize superior performance in its employees;
 - stress on the requirement that employees accept all responsibilities related to the security of classified information.
3. The exercise will be a success if it results in:
- an explicit statement of the Agency's purpose and goals;

- heightened employee awareness of the mission;
- broad dedication to newly-enunciated standards of excellence and service;
- more meaningful critiques of performance including some sort of evaluation of supervisors by their subordinates.

4. The easiest part of the pursuit of excellence in an organization is the articulation of its goals. The statements of goals of the star corporate performers, though unremarkable in themselves, owe their significance to the fact that they are the credo of the 50 most consistently successful companies in the United States. These statements have stood the test of time and deserve respect and study.

5. A first step toward achievement of these goals should be formation of a small, volunteer task force in each office. The task force would critique the existing office structure and practices, soliciting the views of all office members. Recommendation for change would be taken seriously and implemented to the extent feasible according to a realistic timetable. The attitude of healthy self-criticism implicit in the task force idea should be carefully nurtured so that the process of critical review maintains its momentum and continues down the years. Reviews of offices by outside bodies such as the Inspectorate General should continue as before.

6. With regard to the Office of Legislative Liaison, we have taken a first cut at restating the Office's mission and goals. A copy of the OLL statement is attached.



Clair E. George
Director, Office of Legislative Liaison

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Attachments:

- A. CIA Missions, Goals & Fundamentals
- B. OLL Missions, Goals & Fundamentals

CIA MISSION, GOALS AND FUNDAMENTALS

MISSION

To provide objective, accurate and timely intelligence on a broad range of subjects affecting the national security interest of the United States.

To support national policy through the authorized and judicious use of covert activities.

GOALS

To pursue the Agency's mission with foresight, prudence and efficiency.

To ensure that Agency functions are accomplished in accordance with the spirit and letter of the Constitution and laws of the United States.

To anticipate the intelligence needs of the nation's policymakers.

To respond enthusiastically to difficult challenges.

To develop and utilize the most effective technologies.

To attract and retain highly competent professionals.

To develop outstanding skills and effectiveness in Agency employees.

FUNDAMENTALS

Organization: The CIA is composed of operating elements that are mutually dependent in the pursuit of the Agency mission. However, the need for security requires that compartmentalization and the "need to know" principle limit the unrestricted exchange between Agency elements. A balance between security and coordination must be maintained.

Management: The Agency strives to promote self-initiative and creativity by encouraging and recognizing superior performance. Employees should have well-defined objectives and should be evaluated on the basis of results.

People: The strength of the Agency is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional growth. Skills are recognized and fostered through training, travel and assignments. Management personnel are selected for their ability to inspire enthusiasm and promote excellence.

Ethics: Each employee must commit himself to the highest degree of integrity in the performance of his duties to ensure that Agency functions are undertaken in accordance with law and propriety. He must also accept all responsibilities related to the security of classified information.

Measure of Results: As a public service, the Agency can not measure its effectiveness by reference to the marketplace. Instead, the effectiveness of the Agency is measured by the governmental customers who continuously evaluate the accuracy, relevance and timeliness of its operational and intelligence product. Their collective evaluation determines, in large measure, the extent to which the Agency will be able to obtain the resources needed to accomplish our mission.

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22 February 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Daniel A. Childs, Jr.
Comptroller

SUBJECT: CIA Goals and Principles

1. The Office of the Comptroller met in three groups to consider a set of goals and principles for the Agency. I am pleased to submit two statements that differ mainly in style. The themes discussed were remarkably similar, and each group's draft statement addressed the same key elements. The exercise was extremely useful. People took great interest in discussing values rather than their daily tasks. The positive focus of the project was particularly rewarding. It is more common for us to look at things that need fixing than to reflect on the sources of our strength. For many of us, the process was the product, and broad participation enhanced its value.

2. During our discussions, a number of problems were identified that probably should be solved now:

a. An Agency that invites risk-taking and innovation, that expects superior performance in stressful situations, and that requires strong commitment to its mission, must support its employees and make certain that they know they are supported.

b. The Agency must be quick to redress inequities. Equal mobility and equal pay for equal work (particularly at entry pay levels) were both of particular concern.

c. DCI authorities should be developed and used to support the kind of creative personnel management that CIA requires.

d. The Agency would be drawn together by more frequent top-down communication. Comments made at senior staff meetings throughout the Agency often are poorly reported down the line. Senior managers are seen too infrequently in the places where most Agency people are found--in their workspaces and in the cafeteria. This contributes to a feeling of separation in an organization that requires teamwork.

e. It was frequently mentioned that personnel recruiters tend to oversell upward mobility and the rate at which employees can expect to advance. This is particularly true in the recruitment of clerical employees.

f. In general, the Agency does less these days to indoctrinate employees about common important procedures and routines. In particular, new employees learn too little about good security practices at the office level. Few new employees receive good orientation into the work of their offices, directorates, or the Agency at large. Much is left to chance.

3. Since the Comptroller Staff is drawn almost entirely from the other Agency components, I believe that the above views and our attached statements reflect broad Agency concerns.



Daniel A. Childs, Jr.

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Attachments:

- A. Goals, Principles, etc.
- B. CIA Principles, etc.

cc: DDCI
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GOALS, PRINCIPLES, AND OBJECTIVES FOR EMPLOYEES OF CIA

Intelligence constitutes our nation's first line of defense. The CIA is dedicated to the active protection and furtherance of US national security interests, and manifests that dedication in its threefold mission:

- to warn policymakers of threats to US national security
- to support, with data and analysis, the development of US foreign policy
- to use its resources as directed, within legal bounds, to help implement US foreign policy.

The work of CIA demands exceptional performance by each employee. Personal integrity is essential to maintain the public trust under which we operate. Each employee is expected to demonstrate dedication and commitment, and to weigh competing pressures that result from:

Our duty to provide objective information in a political society.

- We strive to provide US policymakers timely, finished intelligence that incorporates the most reliable information and expert judgment available. We are obligated to provide objective information and independent assessments that are not tilted to the ideological biases of any political or interest group.
- Our organizational pride stems from the urgency of our mission, the unique challenges we address, and the excellence and relevance of our product. We perform with equal effectiveness and attention to standards irrespective of political leadership.
- We take the initiative in ensuring the responsiveness of intelligence efforts to evolving requirements. People who are asked to take risks are steadfastly supported.

Our desire to be an active organization in an environment that is regulated and constrained.

- The elements of our complex Agency work toward the same overarching goals. We work to reduce the negative impact of parochialism within our organization. We encourage contact and cooperation among our various elements, while honoring the concept of security compartmentation.
- The CIA personnel management system is designed to encourage professionalism and personal growth through challenging job and training opportunities. This often means movement between organization elements. The employee shares the responsibility to find and create new opportunities.

- CIA hires and develops people who are imaginative and dedicated to its mission and standard of performance. Hard work and efficiency are respected and rewarded. Suggestions for improvement in organization performance are welcome at all levels.
- Our ideas must change as information changes. Our methods of operation and organizational structure must change to reflect the demands of changing situations.
- Employees should have the freedom and authority to carry out their tasks, and they should be accountable for the results. Management should support efforts at innovation.
- We recognize that our high standards reflect the values of the broader society within which we practice our profession. In hiring people to meet our needs, we recognize our obligation to reflect the diversity of the American public.
- We must view laws and regulations as the means to guarantee the standards of performance that our society demands. Within the context of such rules, we must supply the flexibility and innovation that our government expects from the CIA.

Our role as a secret organization in an open society.

- The protection of intelligence sources and methods is critical to the success and effectiveness of CIA activities. It is a key responsibility of each employee and of senior managers.
- We will not use secrecy to hide lapses in integrity or to avoid accountability.
- We work closely with executive and congressional oversight mechanisms to ensure that we meet their needs and that they understand our activities.
- Aware of the public interest in our clandestine activities, we must maintain a consistent public posture that protects sensitive information from all but the narrowest group of officially enfranchised reviewers. We can inform the public about the general nature of the intelligence profession, but we will do so only through prescribed CIA procedures.
- We carry out our tasks with confidence and pride in our abilities, and in the expectation that good work will earn the respect of our peers and the appreciation of our leaders. We recognize that our successes will be unheralded, and that rarely will we be able to share with friends and family our personal achievements.

CIA PRINCIPLES, STANDARDS, AND OBJECTIVES

Purpose

- To provide timely and relevant intelligence of the highest quality to support US foreign and defense policy objectives and to enhance the nation's security through lawfully directed activities.
- To develop and maintain the best intelligence service in the world.

Organization

- CIA is a unique organization which must remain streamlined and flexible to respond to unforeseen challenges and opportunities.
- CIA is a unified Agency; each component is an integral part of the organization, whose individual efforts are critical to the overall quality of the Agency's performance.
- CIA will provide challenging and rewarding careers for its employees through progressive placement, travel, training, and advancement opportunities.
- The Agency encourages creativity, initiative, and open communications at all levels to foster and maintain excellence in performance.

Ethics

- CIA activities are conducted in strict compliance with the Constitution, laws of the United States, and Presidential directives.
- It is the responsibility of each individual to meet both the letter and the spirit of the law in fulfilling his or her duties and to manifest the highest degree of integrity in performance and conduct.

People

- CIA's employees are its most important and valuable assets.
- The Agency's strength, performance, and future success rests on the quality, dedication, and professionalism of its employees.
- CIA fosters an innovative and creative work environment for its employees which provides wide freedom for individual initiatives and judges performance on the basis of sound results.

- CIA employees are required to maintain high performance standards, usually under very demanding conditions; most of their successes are unheralded, but their talents and contributions are recognized and appropriately rewarded.
- CIA employees are committed to high integrity and excellence.

Objectives

- To insure excellence in the quality of our intelligence support to the US Government.
- To maintain the uniqueness and organization ability to respond to unforeseen challenges and opportunities.
- To develop, motivate, and retain a workforce dedicated to excellence and committed to the Agency's mission.
- To insure the maximum return on each tax dollar invested in the Agency's mission.
- To build and maintain a positive image of the Agency, both within the Agency and externally, which reflects the value and importance of our work, and that our work is honorable.

PAO

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21 February 1984

MEMORANDUM FOR: Director of Central Intelligence

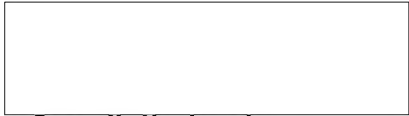
FROM: George V. Lauder
Director, Public Affairs

SUBJECT: Public Affairs Office's Proposed Statement of Goals,
Principles and Standards for CIA, and Related Matters

1. Per your request, the Public Affairs Office met in small groups to discuss the Agency, its missions, what we should foster and encourage, and the things we can do better to accomplish our objectives. Attachment A synthesizes this process in our two-page suggested Statement of Goals, Principles and Standards for the Agency.

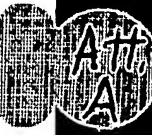
2. Employees--old and young--were gratified by your expressed interest and concern in developing ways to get the Agency's employees to pull together effectively and with common elan; they were also dubious that the goals would be translated into specific, meaningful, implementing actions. Obviously the key is how do we get from where we are now to where we would like to be. Attachment B constitutes a synthesis of problem areas that PAO employees think need to be addressed now. Attachment C presents one officer's views of some of the things that can be done to make us more effective and give us a greater sense of common purpose. I don't endorse all of it but there are some useful ideas in it.

3. This may all sound as though the Agency is in bad shape. None of us believe that to be the case. There is much to be proud of and we have many accomplishments to show for our efforts. Nonetheless, we are not perfect and there is much yet to be done.


George V. Lauder

Attachments:
As stated

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Statement of Goals, Principles and Standards for CIA

Purpose:

- To provide the President and other U.S. foreign policy officials with timely intelligence of the highest quality, and such other assistance as they may require, in support of the formulation and execution of U.S. foreign policy.
- To protect the nation through a strong and vigorous counterintelligence program abroad.

Organization:

While CIA is composed of components with their own identities and responsibilities, each element must insure good communication with and provide strong support to the others in cooperative furtherance of the Agency's missions and the nation's security.

Management:

- To maintain a dynamic, productive organization we will foster initiative and creativity by ensuring that ideas are welcomed, freedom of action is allowed and authority commensurate with responsibility is granted in pursuing well defined objectives, while requiring efficiency, accountability and results at all levels.
- Management personnel will be selected for their ability to transmit to their personnel their own enthusiasm, innovativeness, pursuit of excellence, team spirit and good judgment.

People:

CIA's employees are the Agency's essential resource, the foundation on which all else is built. Since the excellence of CIA's performance is dependent upon the quality and performance of its employees, we will:

- Employ people with the greatest abilities and the highest potential obtainable and provide them with enthusiastic, innovative, skilled leaders.
- Develop their talents and facilitate personal growth through training and assignments at home and abroad commensurate with their abilities and potential.
- Encourage the flow of new ideas and efforts to attempt the impossible.
- Recognize superior performance.
- Promote a sense of team spirit within each component and within the organization.
- Engender job satisfaction and loyalty up and down the organization through close attention to professional and personal concerns.
- Assist in maintaining the physical well-being of all employees.

Ethics:

We will conduct our activities under the Constitution, the laws of the U.S., Presidential Executive Orders and internal CIA regulations and directives. Every Agency employee must manifest in spirit as well as action the highest degree of integrity in performance and conduct.

Measure of Results:

The measure of results will be inherent in the satisfaction of the President, senior foreign policy officials and the Congress, and in the quality, relevance, and timeliness of our intelligence and operational activities in satisfying their needs. These results are dependent upon the qualities of our people and their creativity, dedication, and success in utilizing human resources and technology to foster the security of the United States.

Standards:

Each of us will seek to be exemplary in everything we do. We dedicate ourselves to:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

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